

RESPONSIBILITY AND SUSTAINABILITY IN PROJECTS

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Abstract: Responsibility and sustainability in projects were shaped by general standards like ISO 26000 [1] on social responsibility or by an extended stakeholder management as described in the 5th edition of PMBOK® [2] of PMI® or in ISO 21500 [3] derived from PMBOK®. The new standard ISO 20151 [4] on sustainable event management and recent initiatives of the International Institute of Sustainability Project Management – IISPM – [5] and others like [6], [8] try a full integration of responsibility and sustainability in project management and open new perspectives for the future.

1. Roots and Classical Standards

Sustainability and responsibility shape human life and are strengthened by the definition of human rights, by the Global Compact and further strategies. Core issues are:

- Balance and integration of the social, economic and environmental components of a community
- Meet the needs of existing and future generations
- Respect the needs of other communities in the wider region or internationally to make their communities sustainable.

ISO 26000 on social responsibility is a lighthouse on sustainability and responsibility for all areas. With the growing importance of projects and project management these issues become more and more important in this area. Tracks on responsibility and sustainability in project management are visible in recent standards. ISO 21500 had been derived from PMBOK® of PMI and introduced a new knowledge area on stakeholder management – even before this knowledge area had been defined in the 5th edition of PMBOK®. A stronger focus on stakeholders supports responsibility and sustainability. Corporate social responsibility is by definition a multi-stakeholder concept.

2. New Standards

ISO 20151 on sustainable event management was derived from the project management experience of the Olympic Games in London. This standard is a prototype for the integration of responsibility and sustainability in project management standards in the future and in further areas.

A new similar approach on a full integration of responsibility and sustainability in projects is offered by the International Institute of Sustainability Project Management – IISPM – [5]:

“Key Components of the sustainability management processes:

- Model of sustainability management processes across the project lifecycle
- Responsibilities and commitments reflecting the organization’s definition of and commitment to sustainability efforts
- Use of a Sustainability Breakdown Structure
- Definitions of sustainability risk probability and impact along with related scales and metrics
- Stakeholders’ tolerances related to sustainability risk” [5]

In the book on Social BPM [8] business processes are reshaped to integrate responsibility and sustainability.

3. Full Integration of Responsibility and Sustainability in the Future

The full integration of responsibility and sustainability in all knowledge areas and core processes in project management is necessary and extends the horizon as shown in the figures below.

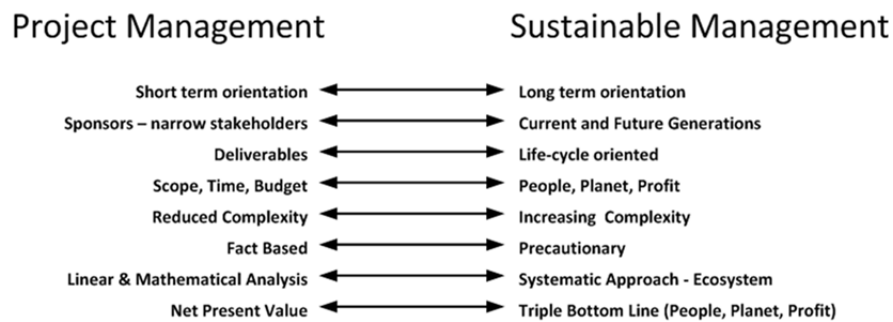


Figure 1: Project Management – Sustainable Project Management

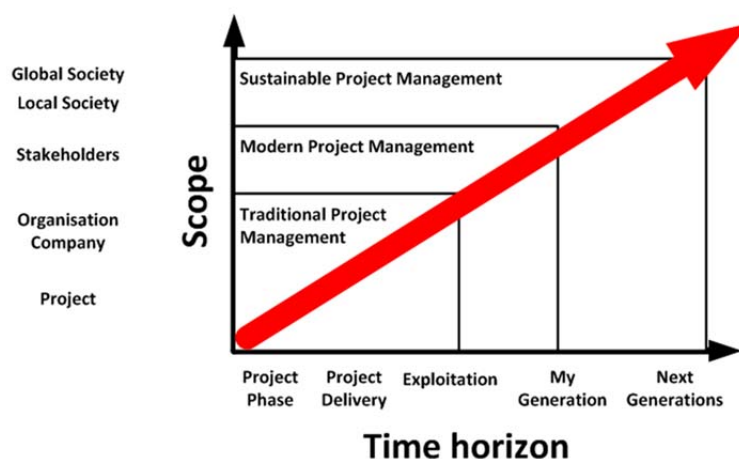


Figure 2: Horizon and Scope of Sustainable Project Management

There are further contributions for selected knowledge areas like [10]. The integration of responsibility and sustainability is also an issue of lean project management [9].

4. References

- [1] ISO 26000 Social Responsibility, ISO, (2010)
- [2] A Guide to the Project Management Body of Knowledge (PMBOK® Guide), PMI® (2013)
- [3] ISO 21500 Guide to Project Management, ISO, (2012)
- [4] ISO 20151 Sustainable Event Management, ISO, (2013)
- [5] International Institute of Sustainability Project Management - IISPM, <http://iispm.org/> , last visited on June 28, (2013)
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- [8] Lyna Fischer (ed.): Social BPM: Work, Planning and Collaboration Under the Impact of Social Technolog, CreateSpace Independent Publishing Platform (2011)
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